

What is MAP?

Welcome to this computer based training (CBT) module on the State's new performance management system. This new system is one of the most important components of the State's Personnel Reform initiative. This new process replaces PASE and will be used by both covered and uncovered employees. The new Managing Accountability and Performance (MAP) system will give all employees the opportunity to establish clear performance expectations with their supervisors, provide a fair, cross agency method for identifying top performers, establish a basis for meaningful employee development and growth, and open new pay for performance opportunities afforded by Personnel Reform.

MANAGING ACCOUNTABILITY AND PERFORMANCE

THE STATE OF ARIZONA'S NEW PERFORMANCE MANAGEMENT SYSTEM

Click arrow to
advance to the
next page

CBT Structure



Your supervisor has completed classroom courses on MAP. The purpose of this CBT is to provide you with basic information about MAP so you can be prepared to have an extended discussion with your supervisor about the new approach. To enhance that conversation, most of the pages in this CBT are identical to ones your manager has reviewed. Each page in the CBT displays a chart from your supervisor's training and looks like this:

A brief discription of the chart and
its purpose

Chart Content

MAP replaces all previous performance management tools including PASE. With MAP, we gain numerous advantages over the past systems.



In the Past

Now with MAP

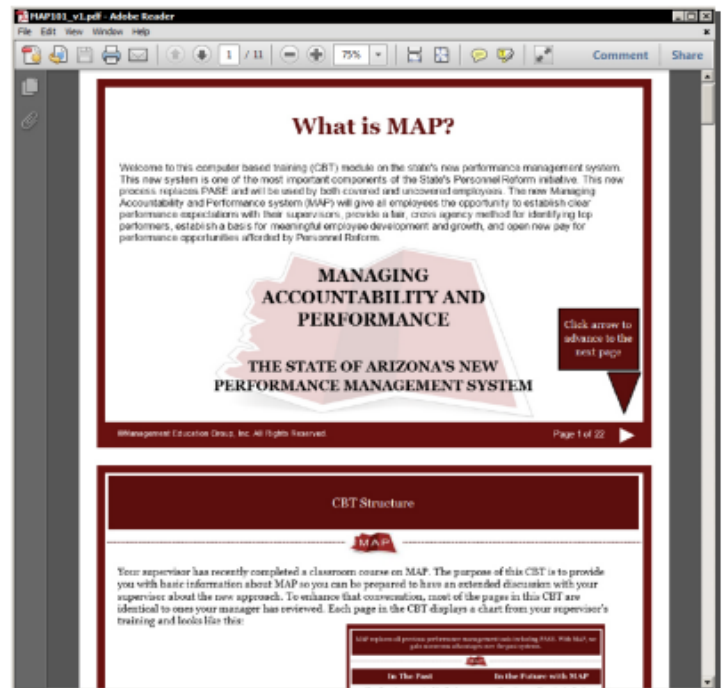
- Not all employees received feedback or performance evaluations
- The PASE system was cumbersome and time consuming
- The PASE system was a manual process
- PASE did not integrate with other systems
- No Statewide support for performance management

- All employees receive feedback and participate in the process
- MAP is a simple, easy to use system
- MAP has full online support
- MAP integrates with other decision systems including hiring, compensation, and discipline
- MAP offers statewide training and support

Actions Required



Please jot down notes and questions as you go through the CBT. Contact your supervisor after you've completed the CBT to have your MAP discussion. The purpose of that meeting will be to answer your MAP questions and begin the performance planning process.



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In this CBT you'll learn about MAP, its evaluation structure, how you can best participate in this new process, and the opportunities it provides you as an employee.



Agenda

- Overview of MAP – the State of Arizona's new employee performance management system
- MAP evaluation components
- Tips for actively participating in the MAP process

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MAP provides a number of benefits to you as an employee. It is your MAP to



- Simplifying performance appraisals
- Defining performance expectations
- Promoting personal growth and development
- Providing opportunities for increased earning potential
- Improving performance and job satisfaction
- Enhancing organizational effectiveness



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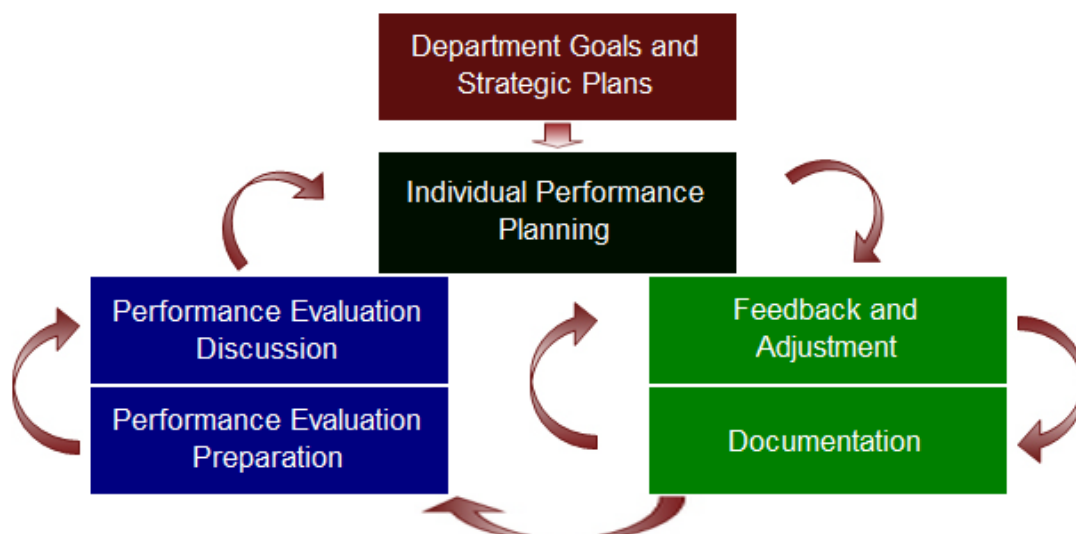


Here's what you should expect from MAP.



- Provides you with clear expectations for performance
- Facilitates communication between you and your supervisor
- Allows you to receive specific and timely feedback
- Defines what is important on the job

MAP is based on the Performance Management Cycle. Department goals and plans should lead directly to individual employee work plans. Supervisors and employees should meet frequently to discuss the employee's progress, make adjustments, and keep notes. At the end of the rating cycle, the performance evaluation is prepared by the supervisor and discussed with the employee. The end of the cycle evaluation discussion should focus on planning for the coming year, making the process ongoing and cyclical.



Your MAP evaluation will have three components. As you can see these components are a combination of competencies and results.



- STATEWIDE COMPETENCIES
- AGENCY COMPETENCIES
- PERFORMANCE PERIOD RESULTS



Let's first distinguish between a competency and a result.



A Competency defines
HOW
the work
is to get done

A Performance Period
Result defines
WHAT
work is to get done



Here is an example of a competency. Competencies have a definition and a list of factors that better define the competency. Each factor has a matrix of behavior standards that define expectations for three ratings: Exceeds Expectations, Meets Expectations, and Needs Improvement.



Competency	CUSTOMER SERVICE		
Definition	Understands that all employees have external and/or internal customers that they provide services and information to; honors all of the agency's commitments to customers by providing helpful, courteous, accessible, responsive, and knowledgeable service.		
Rating Scale			
	NEEDS IMPROVEMENT	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS
Factors	Completeness Fails to provide or begrudgingly provides minimal service; fails to identify or resolve customer service issues.	Willingly provides assistance and useful information; takes appropriate actions to remedy customer service issues.	Anticipates customer needs and goes "the extra mile"; prevents future occurrence of issues.
	Professionalism Fails to greet customers politely; is not attentive to customer needs; inappropriately reacts to situations rather than being empathetic to the needs of the customer.	Greets customers respectfully; listens attentively to verify understanding of their needs; remains patient, calm and polite in all situations.	Maintains a professional demeanor at all times; is attentive to customer, even during busy periods; acts respectfully to defuse even the most difficult situations.
	Availability/Timeliness Is difficult to contact in person or over the phone; takes an unreasonably long time in responding to requests and issues.	Is easy for the customer to contact in person or over the phone; responds promptly to requests and issues.	Makes self fully available to the customer; consistently responsive to requests exceeding customer expectations.
	Communication Fails to confirm or understand customer needs; does not respond or provides limited or partial service or answers.	Seeks out, confirms and understands customer needs and/or problems; responds appropriately answering questions as completely as possible.	Anticipates changing customers' needs and adapts; provides needed information even if the customer does not know exactly what to ask for.
Standards			

On the other hand, a Performance Period Result is a specific, tangible, concrete statement of the work that is to be accomplished. Here are some examples.



- Develop a training program on the new business intelligence software and ensure all analysts have completed the training by May 15, 2013.
- Close at least ten cases per week at an error rate of less than 5%.
- Log and process all deposits within 24 hours of receipt of funds.

All State employees will be evaluated on three statewide competencies shown below. Supervisors and managers will also be evaluated on a fourth competency called "leadership and supervision."



- **STATEWIDE COMPETENCIES**
 - Customer Service
 - Accountability
 - Teamwork and Cooperation
 - Leadership and Supervision (for supervisors)
- **AGENCY COMPETENCIES**
- **PERFORMANCE PERIOD RESULTS**

You will also be evaluated on three additional competencies selected by your agency. It is important to talk with your manager about the competencies that apply to your job.



- **STATEWIDE COMPETENCIES**
 - Customer Service
 - Accountability
 - Teamwork and Cooperation
 - Leadership and Supervision (for supervisors)
- **AGENCY COMPETENCIES**
 - Three for all employees
 - Selected by your agency
 - Competencies may vary by agency, division, or job classification
 - Your manager will review your specific agency competency choices with you
- **PERFORMANCE PERIOD RESULTS**

In addition to statewide and agency competencies, you will be evaluated on results. These results will be measured in two ways, the behaviors you display in seeking results and specific measureable results you achieve.



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- **PERFORMANCE PERIOD RESULTS**

- One Results Orientation Competency - your behaviors in pursuing results
- Two job-specific results - These results will be created between you and your supervisor

It is important to work with your supervisor as soon as possible to create your performance period results and finalize your performance plan.



- Every employee must have a performance plan established within 30 days of:

- Appointment
- Change of supervisor
- Change of job
- Significant change of job duties

MAP is supported by a new YES application. It will provide many features including those listed below.

A screenshot of a web application window titled "My Performance Appraisal: New Appraisal Form - Supervisor". The interface includes a blue header bar with a "Start Appraisal" button and window controls. Below the header, a user profile for "JENNIFER BOWLING - SAD000000528" is shown, including a silhouette icon, performance review period (01/01/2013 - 12/31/2013), completion deadline (01/01/2014), and a progress bar at 0%. A text instruction says: "To begin your appraisal, click Start Appraisal. To review detailed descriptions of competencies, click on instructions link below." At the bottom, there are links for "Competencies & Standards" and "Take Notes".

- Acknowledge your performance plan
- Record comments about your performance throughout the year
- Provide input to your supervisor prior to your evaluation

What's next? Follow these steps to begin using MAP.



1. Meet with your manager as soon as possible to...
 - Answer any questions you may have about MAP
 - Review statewide and your specific agency competencies
 - Discuss the process for establishing your specific performance period results
2. Gain agreement on performance period results with your supervisor
3. Finalize performance planner in YES MAP application.
 - Enter agreed upon performance period results
 - Complete planner acknowledgement

Here are a few tips for actively participating in the MAP performance planning process:



- When asked to offer ideas for results you'd like to achieve in the upcoming appraisal period, be specific and results must be measurable.
- Identify the most critical contributions you will make to your work unit.
- Consider your agency's mission and goals.



Here are a few tips for actively participating throughout the year:



- Keep your supervisor informed of your workplace successes and challenges throughout the year.
- Keep a record of your own performance examples in a "me" file. These may be documented in the YES MAP application if you like.
- Accept constructive feedback that will help you be more effective on the job. Ask for examples of how you can improve.



Here are a few tips for the end of the rating cycle when it's time to formally evaluate your performance:



- You will have an opportunity to provide a self-assessment of your performance prior to your evaluation by your supervisor.
- Take the self-assessment opportunity seriously.
- Provide your supervisor with specific examples of how your performance met or exceeded the expectations defined in each competency.
- Be honest in your assessment of your performance.
- Take time to write thoughtful comments on the final evaluation.



Thank you for your review of MAP. More information is available, including a listing of all competencies, a MAP handbook and Q & A's at www.hr.az.gov. Simply click on the item under the PERFORMANCE MANAGEMENT category.

You are also encouraged to watch a 15 minute webinar titled "Participating in the MAP Process." The CBT course can be found in your YES account under Employee Training/Registration by Category/ADOA COURSES/MAP EMPLOYEE PARTICIPATION.

Please contact your supervisor to begin the MAP performance planning process.

Print Course



To complete the course and receive credit in YES, please click the "Complete Course" button.

Complete Course

